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WOMEN'S EMPOWERMENT PRINCIPLES

About the Women's Empowerment Principles Gender Gap Analysis Tool

The Women's Empowerment Principles Gender Gap Analysis Tool (WEPs Tool) is a business-driven tool designed to help companies from around the world assess gender equality performance across the workplace, marketplace, and community.

The WEPs Gender Gap Analysis Tool is composed of **18 multiple choice questions** across the 7 Women's Empowerment Principles.

The tool also covers four management stages — commitment, implementation, measurement, and transparency — to ensure commitments are coupled with substantive action to implement the WEPs.

The WEPs Gender Gap Analysis Tool is a joint project of the UN Global Compact, UN Women, the Multilateral Investment Fund of the Inter-American Development Bank (IDB), and IDB Invest.

EXECUTIVE SUMMARY

The COVID-19 pandemic pushed millions of women out of the workforce and for many others blurred the lines of home and work.1 In turn, companies have chosen to look at their policies and programmes to understand how they could better support women in the workplace, marketplace and community. Over 6,000 CEOs have signed the Women's Empowerment Principles (WEPs), a set of seven Principles guiding business to advance gender equality. Building on these Principles. the WEPs Gender Gap Analysis Tool is an online selfassessment that allows companies to anonymously assess their gender equality performance.

This report presents the aggregate findings of the self-assessment tool for 2.682 companies across 117 countries for selected indicators as of 1 December 2021.² The results cover a range of industries from financial services to energy, and almost half of companies using the tool are micro-, small- or medium-sized enterprises (47 per cent).

There are signs of progress by companies. Globally, companies' average score from using the tool has increased to 32 per cent from 28 per cent, signaling increased efforts by businesses to promote gender equality. However, much of that progress is limited to company commitments. While 78 per cent of companies using the tool have made a commitment to gender equality, up from 68 per cent in 2020, levels of implementation, measurement and transparency remain severely low (between 1 and 2 per cent on average). This shows the need for more accelerated, urgent and impactful change.

COVID-19 exacerbated many existing barriers women face, including the unequal share of unpaid care work,

domestic violence and the ways that companies fail to apply a gender lens to their policies and practices. For example, only 34 per cent of companies report providing personal protective equipment that takes into consideration women's specific health needs. Only 25 per cent of companies report ensuring equal participation of women and men in community consultations, which are crucial when responding to crises such as COVID-19 and climate change. In many countries, women's rights, including their reproductive rights, are under threat, but fewer than half of all companies (48 per cent) use their influence to support public policies that promote gender equality and women's empowerment.

Diversity in the workplace has proved essential to building resilient businesses that respond to the needs of employees, consumers and community members. As companies adjust to life with COVID-19, they have an opportunity to put in place new systems that work for all employees and address these issues. For example, more than half of companies (54 per cent) report offering telecommuting, and almost three quarters offer paid maternity and paternity leave, policies that can support all caregivers, the majority of whom are women, to manage their professional and personal responsibilities.

The WEPs provide companies with a holistic roadmap to address the challenges women face in the workplace and to promote gender equality across their value chains, in the products and services they offer, in their marketing and in their community engagement. Signing the WEPs and using the Tool are first steps on a company's journey towards gender equality. The UN Global Compact, UN Women, IDB Lab and BSR are working with companies to adapt to new ways of working that work for all.

^{2.} The data presented in this report are the aggregate results of self-reported data that has not been verified or validated by any of the tool partners (United Nations Global $Compact, UN Women \ or \ any \ member \ of the \ Inter-American Development \ Bank \ Group). \ It \ represents \ a \ sample \ of \ 2,682 \ responses \ submitted \ by \ businesses \ between the \ businesses \ businesses \ between the \ businesses \ b$ tool's launch in March 2017 and December 2021.



^{1.} International Labour Organization. "Fewer Women than Men Will Regain Employment during the Covid-19 Recovery Says ILO." ILO. July 19, 2021.

GLOBAL OVERVIEW

2,682 **COMPANIES HAVE USED** THE TOOL SINCE ITS LAUNCH IN 2017.

34% | 14% Western Europe & North America

31% | 3% Eastern Europe

35% | 5% Middle East

31% | 4% Africa

35% | 13% Asia and Oceania

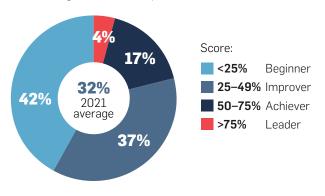
Overall score by region

Users by region

OVERALL WEPS SCORE PERFORMANCE

The WEPs Gender Gap Analysis Tool sets a high bar by encouraging businesses to employ a holistic approach to gender equality and women's empowerment. A company achieves a higher score by demonstrating more complete action across each management stage (commitment, implementation, measurement and transparency). The holistic and ambitious approach of the Tool ensures that even the companies situated within the highest ranking are still able to identify multiple areas for improvement.

The average score for all users is 32 per cent, representing a slight increase from 2020,3 when the average score was 28 per cent.



OVERALL SCORE BY REGION

The average score for the six geographical regions ranges from 31 to 35 per cent, situating all regions within the "Improver" category with only slight differences across regions.4

31% | 56%

Latin America and

the Caribbean (LAC)

USERS BY INDUSTRY

This chart shows the top six industries of the companies that have used the WEPs Gender Gap Analysis Tool. There is little change in industry representation from 2020, although it is interesting to note that many companies using the tool are in traditionally male-dominated industries (for example, including, but not limited to, energy and extractives and industrials and engineering).

USERS BY REGION

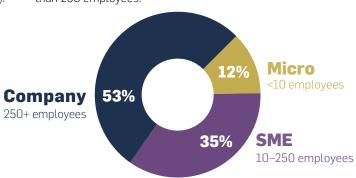
This map shows the regional distribution of companies that have used the WEPs Gender Gap Analysis Tool. Latin America and the Caribbean have the largest number of companies using the Tool. However, the Tool is increasingly gaining momentum in other regions, particularly Asia and Oceania, where the total users increased to 13 per cent from 5 per cent in 2020.

USERS BY COMPANY SIZE

This chart shows the size distribution of companies that have used the WEPs Gender Gap Analysis Tool. The data shows that the Tool is applicable to companies of all sizes, with most of the companies identifying as large, with more than 250 employees.

THE TOP SIX INDUSTRIES

- 1. Financial Services
- 2. Consumer Goods
- 3. Energy and Extractives
- 4. Food, Beverage and Agriculture
- 5. Industrials and Engineering
- 6. Information and Communications Technology



4. In addition to the six geographical regions outlined throughout the report, companies also have the opportunity to choose "Global" in their data entries, which only 4% of users selected.

3. The 2020 comparison data outlined throughout the report refers to the data points in the "Women's Empowerment and Business 2020 Trends and Opportunities" report which includes the aggregate scores of companies' results from the launch of the tool in 2017 to December 31, 2019.

WEPs RESULTS

37	LEADERSHIP O AVERAGE SCORE	17	MARKETPLACE AVERAGE SCORE	23	O COMMUNITY AVERAGE SCORE
78 %	for gender equality and women's	39 %	commitment addressing gender stereotypes	36 %	gender in CSR, philanthropy, advocacy
	empowerment compared with 68% in 2020	12 %	have robust due diligence or assessment processes for suppliers and vendors	and partnerships assess impacts on men and women	
48%	advocate for gender equality and women's empowerment in public forums	9%	include gender-specific questions in supplier self-assessments, and 9% also include	13%	during human rights or social impact assessments
38%	have time-bound, measurable goals and targets compared with 28% in 2020		gender equality criteria in standard auditing protocols, supplier scorecards or other supply chain management tools	20%	have clear goals on desired impacts for women and girls in community projects compared with 14% in 2020
33%	report publicly on progress and outcomes	8%	track percentage spending with women- owned businesses compared with 4% in 2020	17%	•
		5 %	report publicly on percentage spending with women-owned businesses		
37	WORKPLACE AVERAGE SCORE				
	Promoting Equitable Workplace Outcomes:		Supporting Working Parents:		Ensuring Safe Workplaces:
42 %	have a nondiscrimination and equal opportunity policy		provide paid maternity and paternity leave	76 %	have a policy/commitment for zero tolerance of violence at work
39%	in traditionally underrepresented roles	17 %	provide incentives to encourage men to take paternity leave, while 22% report publicly on the number of women who took	44%	track grievances related to workplace violence, disaggregated by sex
220/	compared with 29% in 2020 regularly undertake a gender pay gap			38%	provide annual training on zero tolerance of violence to all employees compared
32%	audit or evaluation	11%	report publicly on the number of employees using parental or care benefits,	000/	with 28% in 2020 communicate publicly their approach to

disaggregated by sex

in 2020

5%

provide on-site childcare and/or referrals

for off-site childcare **compared with 18%**

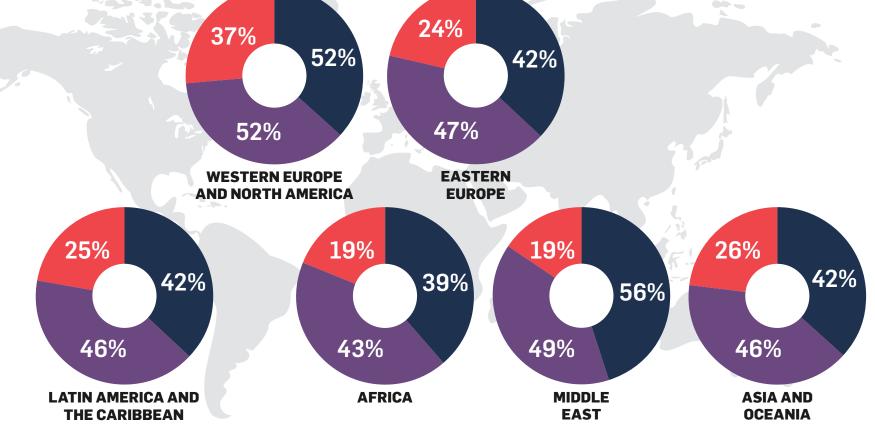
30% communicate publicly their approach to ensure an environment free of violence

18% publicly disclose the gender pay gap

REGIONAL RESULTS

Overall, each region performed similarly across the four management stages. The following section provides a snapshot of relevant responses per region as well as case studies highlighting how companies within each region are working to break down barriers to gender equality.





AFRICA

Africa is a resource-rich, youthful, geographically vast and politically diverse region. It has shown remarkable growth in private sector sustainability, especially regarding women's entrepreneurship. While barriers continue to hinder women entrepreneurs — including limited funding and lack of support networks — the private sector has displayed significant interest in paving the path for female entrepreneurs by raising awareness and implementation of the WEPs.

Strategy: 37% have an organization-wide gender equality strategy with specific focus areas for improvement

Target setting: 33% have time-bound, measurable goals and targets in their gender equality strategy

Women in leadership roles: 24% have time-bound, measurable goals and targets to build a pipeline of qualified women for management

Assessment of suppliers: 9% have robust due diligence or assessment processes for suppliers and vendors, and 16% track percentage spending with women-owned businesses

REGIONAL FOCUS: SUPPORTING WOMEN ENTREPRENEURS

- **24%** provide training to build the capacity of women entrepreneurs
- 17% provide financial support and investment, or partner with banks and financial institutions, to provide credit and other financial services to women entrepreneurs
- **17%** have outreach initiatives to communicate procurement opportunities to women-owned businesses

AVERAGE SCORE: 31%

CASE STUDIES

East African Breweries

East African Breweries (EAB), based in Kenya, Uganda, Tanzania, Rwanda and South Sudan has used the WEPs Tool to drive gender diversity on its board and in senior leadership. EAB also created a programme called the Hekima, aimed at supporting local female-owned businesses.

Bamburi Cement Ltd

Bamburi Cement Ltd (Kenya) has signed the WEPs, used the WEPs Tool and created a programme to recruit more women into its workforce. The company created a Women on Wheels programme, working with partner organizations to address barriers and risks women have in the trucking industry, identify solutions and provide training programs to encourage more women to take up truck driving as a career.



ASIA AND OCEANIA

Politically and culturally diverse, the Asia and Oceania region faces common challenges from socioeconomic disparities, including those linked to gender. As in other regions, COVID-19 has worsened long-standing issues of gender inequality that threaten progress towards women's economic empowerment, especially women's disproportionate contributions to the care economy. Yet businesses across Asia and Oceania have made significant progress on gender equity, with a major uptake in commitment to the WEPs and WEPs Gender Gap Analysis Tool usage, allowing an entry point to move beyond the workplace to tackle inequalities in the care economy and beyond.

Strategy: 44% have an organization-wide gender equality strategy with specific focus areas for improvement

Target setting: 42% have time-bound, measurable goals and targets in their gender equality strategy

Women in leadership roles: 30% have time-bound, measurable goals and targets to build a pipeline of qualified women for management

Assessment of suppliers: 13% have robust due diligence or assessment processes for suppliers and vendors, and 12% track percentage spending with women-owned businesses

REGIONAL FOCUS: ADVANCING EQUITY IN THE CARE ECONOMY

87% have a paid maternity leave policy, and 63% provide paid maternity and paternity leave

20% provide on-site childcare or childcare subsidies for off-site childcare

12% report publicly on the number of employees using parental or care benefits, disaggregated by sex

AVERAGE SCORE: 35%

CASE STUDIES

Bangchak Corporation

Bangchak Corporation (Thailand) promotes gender equality in the workplace through gender-sensitive welfare schemes, recruitment policies and office facilities (e.g. breastfeeding rooms) as well as offering health benefits that correspond to the gender identities of its employees.

MAS Holdings

MAS Holdings (Sri Lanka) launched an inclusive women's empowerment programme called "Women Go Beyond" that aims to raise the standards of the nation's apparel industry. MAS supports female associates' development beyond the workplace by providing learning opportunities in financial management in addition to supporting development of multilateral skills. Moreover, MAS offers on-site childcare and subsidized childcare support, diminishing inequity in the care economy.



EASTERN EUROPE

Eastern Europe is a region with accelerated private sector efforts in sustainability, and it has experienced a recent uptake in efforts towards women's equity in business and beyond. Still, women often face barriers to workplace entry and subsequent rise to leadership positions. With more companies focusing on increasing WEPs awareness, the chances of closing the gender gap in the private sector grows, encouraging a pipeline of women leaders across the region.

Strategy: 38% have an organization-wide gender equality strategy with specific focus areas for improvement

Target setting: 35% have time-bound, measurable goals and targets in their gender equality strategy

Women in leadership roles: 25% have time-bound, measurable goals and targets to build a pipeline of qualified women for management

Assessment of suppliers: 12% have robust due diligence or assessment processes for suppliers and vendors, and 8% track percentage spending with women-owned businesses

REGIONAL FOCUS: ADDRESSING BARRIERS TO RECRUIT WOMEN

- **58%** have a stand-alone policy or a commitment embedded in a broader corporate policy on non-discrimination and equal opportunity that specifically addresses gender diversity in recruitment
- **36%** track employee recruitment and reasons for turnover disaggregated by sex
- **34%** take proactive steps to recruit women in traditionally underrepresented roles

AVERAGE SCORE: 31%

CASE STUDIES

StarLightMedia

StarLightMedia (Ukraine) developed an annual plan using the WEPs Tool results to integrate gender equality across its media promotion and other aspects of its work, including recruitment and human capital management, content creation, cooperation with contractors and partners and gender advocacy. In less than a year, StarLightMedia has more than tripled its score from the Tool.

Adjara Group

Adjara Group (Georgia) regularly holds training to increase employees' awareness of gender equality and diversity issues. The company increased the number of women in leadership positions and on its board in addition to implementing inclusive hiring practices to eliminate barriers and offer more opportunities for women in the workplace. Adjara aims to have equal representation of women on three levels of the company including the board of directors. Female employees are granted a six-month maternity leave with an individual-centered approach to ensure full accommodation to the employee's needs.



LATIN AMERICA **AND THE CARIBBEAN**

Despite varying social, economic and political realities across Latin America and the Caribbean (LAC) countries. the region boasts significant commitments to women's rights through strong public-private partnerships and accelerated business action. However, LAC is a region characterized by high levels of violence against women and girls, prompting the private sector to step up action to eliminate gender-based violence particularly after confinement measures and limitation of resources due to the COVID-19 pandemic. The strong commitment to women's empowerment and the WEPs across the region paves the path to ensure women's access to safe, equitable workplaces and beyond.

Strategy: 38% have an organization-wide gender equality strategy with specific focus areas for improvement

Target setting: 34% have time-bound, measurable goals and targets in their gender equality strategy

CASE STUDIES

Natura

Natura (Brazil) responded to the rise of domestic violence during the COVID-19 pandemic by initiating its #IsolatedNotAlone campaign in partnership with its family of brands Avon, Aesop and The Body Shop. With their collective networks, the campaign raised awareness of the increase of gender-based violence and called upon governments to ensure support services remained funded.

AVERAGE SCORE: 31%

Women in leadership roles: 20% have time-bound, measurable goals and targets to build a pipeline of qualified women for management

Assessment of suppliers: 10% have robust due diligence or assessment processes for suppliers and vendors, and 6% track percentage spending with women-owned businesses

REGIONAL FOCUS: ENSURING SAFE WORKPLACES

- 73% have a policy/commitment for zero tolerance of violence at work
- 42% track grievances related to workplace violence, disaggregated by sex, while 37% provide annual training on zero tolerance of violence to all employees
- 29% communicate publicly their approach to ensure an environment free of violence

Calidda

Calidda (Peru) created a Gender and Diversity Strategy accompanied by an action plan based on areas of improvement identified by the WEPs Tool. "Generating Connections," the third pillar of the company's sustainability strategy, focuses on promoting gender equity and inclusion in a field dominated by men. As a result of implementation of these actions. Calidda increased its score on the Tool by 11 per cent with remarkable improvements in leadership commitment on gender equality and policy formalization and planning, paving the path for more advanced efforts on diversity and inclusion in the company.



MIDDLE EAST

The Middle East region hosts a multitude of cultures, a rapidly expanding private sector and an abundance of wealth and capital, all of which provide powerful opportunities for progress on private sector sustainability and women's economic empowerment. Still, low rates of women's employment and leadership in business make economic empowerment a concern across the region. The private sector is increasingly recognized as instrumental to addressing pressing sustainability challenges, and women at the top are needed for inspiration and opportunities, creating a pipeline of female leaders.

Strategy: 41% have an organization-wide gender equality strategy with specific focus areas for improvement

Target setting: 37% have time-bound, measurable goals and targets in their gender equality strategy

AVERAGE SCORE: 35%

Women in leadership roles: 25% have time-bound, measurable goals and targets to build a pipeline of qualified women for management

Assessment of suppliers: 8% have robust due diligence or assessment processes for suppliers and vendors, and 7% track percentage spending with women-owned businesses

REGIONAL FOCUS: ADVANCING WOMEN'S LEADERSHIP IN BUSINESS

60% signed WEPs. 79% have leadership commitment or support for gender equality and women's empowerment, but only 8% indicated they were a women-owned husiness.

37% have time-bound, measurable goals and targets

33% report publicly on progress and outcomes

CASE STUDIES

Aramax

Aramax (UAE) has increased women's representation in the company, including in its leadership team and on its board, areas highlighted in the WEPs Tool. The company also demonstrated its support for women employees by launching a campaign on the International Day for Tolerance called #YesToRespect to highlight the company's zero tolerance for harassment, bullying or discrimination and to encourage a speak-up culture within the organization.

BLC Bank

BLC Bank (Lebanon), the first bank in the Middle East to become a WEPs Signatory, is committed to women's economic empowerment. With women making up 53 per cent of total staff and 44 per cent of senior managers, the bank is working to increase women's leadership internally as well as externally through its programme "We Initiative" that helps women entrepreneurs become leaders in business through mentorship, networking and media exposure.



WESTERN EUROPE AND NORTH AMERICA

AVERAGE SCORE: 34%

With increasing private sector action on sustainability, notable advocacy efforts and wellestablished structures and operations to advance gender equality, the Western Europe and North America (WENA) region is greatly invested in women's economic empowerment and equality. Yet, across the WENA region, women continue to be paid less than men for a variety of reasons including overrepresentation in low-paying sectors and the paid-to-unpaid pay ratio, often perpetuated by societal expectations of women's care duties. This signals the need for more transparency across all sectors that can reveal unjustified gender-based pay disparities for equal work.

Strategy: 48% have an organization-wide gender equality strategy with specific focus areas for improvement

Target setting: 47% have time-bound, measurable goals and targets in their gender equality strategy

Women in leadership roles: 26% have time-bound, measurable goals and targets to build a pipeline of qualified women for management

Assessment of suppliers: 18% have robust due diligence or assessment processes for suppliers and vendors, and 8% track percentage spend with women-owned businesses

REGIONAL FOCUS: EQUAL PAY

- 54% have a stand-alone policy or a commitment embedded in a broader corporate policy that addresses equal pay for work of equal value
- 43% regularly undertake a gender pay gap audit or evaluation
- 23% publicly disclose the gender pay gap

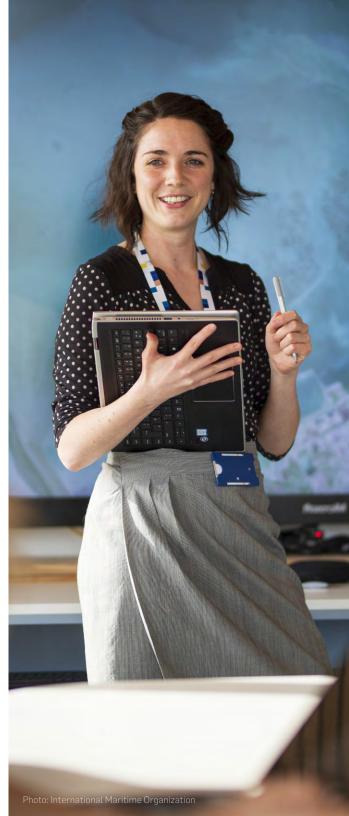
CASE STUDIES

MetLife

MetLife (USA) utilized the WEPs tool to help shape its Gender Equity Initiative, across 37 markets with time-bound action plans informed by data and focused on four key areas: leadership, workforce, marketplace and community and sustainability. In addition to eliminating barriers and maintaining equal pay, this initiative provides inclusive leadership development and offers women a variety of career support programmes. The company also joined the Target Gender Equality accelerator programme of the UN Global Compact.

Taisi

Taisi (Spain) is an SME with a gender-equality plan in place which includes addressing pay equity. Taisi also received an award for promoting a culture of equality and diversity within the company. By using the WEPs Tool, SMEs are able to develop targeted programmes for larger impact.



BSR™

BSR™ is an organization of sustainable business experts that works with its global network of the world's leading companies to build a just and sustainable world. With offices in Asia, Europe and North America, BSR™ provides insight, advice and collaborative initiatives to help build a changing world, create long-term business value and scale impact.

IDB INVEST

IDB Invest, a member of the IDB Group, is a multilateral development bank committed to promoting the economic development of its member countries in Latin America and the Caribbean through the private sector. IDB Invest finances sustainable companies and projects to achieve financial results and maximize economic, social and environmental development in the region. With a portfolio of \$13.1 billion in asset management and 385 clients in 25 countries, IDB Invest provides innovative financial solutions and advisory services that meet the needs of its clients in a variety of industries.

IDB LAB

IDB Lab is the innovation laboratory of the IDB Group, the leading source of development finance and know-how for improving lives in Latin America and the Caribbean (LAC). The purpose of IDB Lab is to drive innovation for inclusion in the region by mobilizing financing, knowledge and connections to test early-stage solutions with the potential to transform the lives of vulnerable populations affected by economic, social and/or environmental factors. Since 1993 IDB Lab has approved more than US \$2 billion in projects deployed across 26 LAC countries.

UN WOMEN

UN Women is the UN organization dedicated to gender equality and the empowerment of women. A global champion for women and girls, UN Women was established to accelerate progress on meeting their needs worldwide. UN Women supports UN Member States as they set global standards for achieving gender equality and works with governments and civil society to design laws, policies, programmes and services needed to ensure that the standards are effectively implemented and truly benefit women and girls worldwide. It works

globally to make the vision of the Sustainable Development Goals a reality for women and girls and stands behind women's equal participation in all aspects of life. In collaboration with the UN Global Compact, UN Women engages the private sector through the Women's Empowerment Principles — a global framework and engagement platform to advance gender equality and women's empowerment in the workplace, marketplace, and community. In line with its Strategic Plan (2022–2025), UN Women focuses on four strategic priority areas: governance and participation in public life; women's economic empowerment; ending violence against women and girls; and women, peace and security, humanitarian action and disaster risk reduction. Learn more at: unwomen.org and weps.org. Follow us on Twitter: @UN_Women, @WEPrinciples and on LinkedIn: UN Women, WEPs

UN Women's work in the Asia and Oceania region is supported by WeEmpowerAsia, a programme funded by and in partnership with the European Union with the objective that more women lead, participate and have access to enhanced business opportunities and leadership within the private sector. Implemented in seven countries in the Asia-Pacific region, the programme leverages the WEPs as a guiding platform to promote gender-inclusive policies and practices in the workplace, marketplace and community to promote gender-equal trade with Europe and advance sustainable and inclusive growth.

UNITED NATIONS GLOBAL COMPACT

As a special initiative of the UN Secretary-General, the **United Nations Global Compact** is a call to companies everywhere to align their operations and strategies with ten universal principles in the areas of human rights, labour, environment and anti-corruption, and to take action in support of UN goals. With more than 15,000 companies and 3,000 non-businesssignatories based in over 160 countries, and 69 Local Networks, it is the largest corporate sustainability initiative in the world. For more information, follow **@globalcompact** on social media and visit our website at **unglobalcompact.org**.

<u>Target Gender Equality</u> is an accelerator programme focused on supporting companies participating in the United Nations Global Compact in setting and meeting ambitious corporate targets to advance gender equality. This initiative is run in collaboration with Global Compact Local Networks and currently offered in over 50 countries across all regions.

THE TEN PRINCIPLES OF THE UNITED NATIONS GLOBAL COMPACT



HUMAN RIGHTS

- **1** Businesses should support and respect the protection of internationally proclaimed human rights; and
- **2** make sure that they are not complicit in human rights abuses.



- **3** Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining;
- **4** the elimination of all forms of forced and compulsory labour;
- 5 the effective abolition of child labour; and
- **6** the elimination of discrimination in respect of employment and occupation.



ENVIRONMENT

- **7** Businesses should support a precautionary approach to environmental challenges;
- **8** undertake initiatives to promote greater environmental responsibility; and
- **9** encourage the development and diffusion of environmentally friendly technologies.



ANTI-CORRUPTION

10 Businesses should work against corruption in all its forms, including extortion and bribery.



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The Ten Principles of the United Nations Global Compact are derived from: the Universal Declaration of Human Rights, the International Labour Organization's Declaration on Fundamental Principles and Rights at Work, the Rio Declaration on Environment and Development, and the United Nations Convention Against Corruption.